

Plans

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- 1 AUG 1960

MEMORANDUM FOR: Director of Personnel

SUBJECT: Progress Report and Program Plans, Plans Staff

1. This report summarizes major activities accomplished by Plans Staff during FY 1960 and sets forth program plans for Fiscal Years 1961 and 1962.

2. During FY 1960 major staff work was concentrated in support of the Controlled Staffing Program approved for implementation in the Agency. This program calls for the careful analysis of current personnel assets by Career Service according to age structure, grade structure, progression rates, occupational characteristics, attrition, and recruitment practices. On the basis of these factors, the Plans Staff developed "mathematical models" for each Career Service and was able to project changes in the personnel structure of each Service which would occur over the years if current practices continued. Thereupon, it was possible to point out emerging areas of difficulty in age or grade structure and to develop a means of avoiding such problems through changes in current and future staffing practices. This program, though developed largely during FY 1960, is still in a formative and experimental stage and is being refined on a continuing basis. Major areas covered during the Fiscal Year included the Clandestine Services Career Service, Communications, Administration, Security, and Current Intelligence Career Services.

3. Other work accomplished during the period relates to the general topic of manpower planning, analysis, and control and is listed under the following headings:

a. Retirement

Considerable progress was made in the completion of basic studies which show age, grade, and length of Federal and CIA service profiles of the Agency and various segments with particular reference to the Clandestine Services and the Office of Communications. These studies have served as a frame of reference in the evolution of Agency policy planning in the fields of retirement and separation compensation. Research continued to be concerned with long and short term retirement objectives and costs. The Agency's contract with Wyatt Company, Employee Benefit Consultants and Actuaries was extended throughout the year. The Wyatt Company was

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called upon on several occasions to supply actuarial information and advice.

b. JOT Program Analysis

Using techniques of operations research, the Staff engaged in a statistical review of the Junior Officer Trainee Program. This study was particularly concerned with projected rates of expansion; ability of the program to place an expanded output in the DD/I, DD/S and DD/P; ability of these major segments to afford opportunity for a reasonable rate of progression to JOTF graduates, and phased ceiling requirements over a three year period. A comparative analysis of promotion and attrition rates of a sample group of junior personnel of the Office of Research and Reports and a similar sample of Junior Officer Trainees was also completed.

c. Separation of Surplus Personnel and Separation Compensation

The Staff participated in the planning and development of Agency policy, handbooks and regulations concerned with and stemming from the manpower analysis mentioned previously in paragraph 2. of this report. These generally are reflected in proposed Agency regulations concerned with the separation of surplus personnel and separation compensation. The Staff also completed various cost estimates for the several alternative plans developed.

d. Promotion Analysis

The Staff completed a comparative analysis of promotion rates and time-in-grade statistics for the various career services. These studies were primarily concerned with the DD/I area, although some studies were provided to the DD/S and DD/P Career Services. In addition, as a part of the manpower analysis of the Clandestine Services, a comparative career progression analysis of the Clandestine Services Intelligence Officer, the Foreign Service Officer and the Regular Military Officer was completed.

e. Ceiling Control

Throughout the year, the Staff carried out its Staff responsibility for monitoring the maintenance of Agency ceiling goals by keeping a running account of ceiling strength and the factors that affect it, accessions and attrition. Additionally, on the basis of past performance, a month by month strength projection was forecast for the next preceding twelve month period. The Staff worked very closely with the Personnel Operations Division on the control of input in order to maintain ceiling commitments, and with the Budget Division of the Office of the Comptroller on justification and reporting of ceiling strength.

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2. Career Service Staffing Authorizations

The Staff, jointly with Salary and Wage Division, performed the function of review and analysis of proposed CSSA's during this period and completed staff work resulting in summary reports as a basis for action on the part of the Personnel Operations Division. Recommendations were also prepared for D/Pers and DE/S action.

3. Miscellaneous

The Staff made presentations at all major levels of the Agency in connection with the Manpower Planning and Control Program. In addition, the Staff performed a variety of functions either on an ad hoc or on a continuing basis on various research projects.

4. Program plans and objectives for Fiscal Years 1961 and 1962 are as follows:

a. Fiscal Year 1961

Continuation of emphasis on functions of manpower planning and control, with particular attention directed to the implementa-

Updating and refinement of manpower studies for the various Career Services and Directorates to reflect FY 1960 experience on attrition, recruitment, promotion, and to take into account current ceiling authorizations.

Development of additional Retirement Programs for consideration by the Agency for use over the long run. This program has been specifically requested by the Deputy Director (Plans) as a priority project, and may well require the participation of the Wyatt Actuarial Firm in the cost analysis phase.

Continuation of responsibility for statistical analysis and personnel research activities in the evaluation of and improvement of current personnel programs and practices or in the development of new programs.

Continued liaison with personnel programs and research in other agencies and industries in order to evaluate and adapt worthwhile procedures, practices and programs for Agency use.

b. Fiscal Year 1962

Continuation of all functions and objectives set forth for Fiscal Year 1961.

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Implementation of programs developed and approved during
Fiscal Year 1961.

signed
[REDACTED]
Chief, Plans Staff

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